

CONFIDENTIAL

14-1260

25X1

- 5 OCT 1979

MEMORANDUM FOR: Senior Review Panel Members
General Bruce Palmer
Dr. Klaus Knorr

FROM : [REDACTED]
Analysis Group/Office of Comptroller

25X1

SUBJECT : Evaluation of Finished Intelligence [REDACTED]

25X1

1. Once again I would like to express our thanks and appreciation for your assistance to the Comptroller's Office in its attempt to determine how the process of evaluation can be used in making more effective use of Agency resources. The discussion was lively and we learned a good deal from it. I suspect that the NFAC background of several of us "budget types" prevented us from being completely dispassionate interviewers and discussants. We all enjoyed the session in addition to finding it profitable and hope that you share that view. [REDACTED]

25X1

2. I am sending along a collection of questions we put together that reflects our approach to this subject. We covered a number of them yesterday, but if you care to give us the benefit of your opinions on those we didn't touch on, we would be delighted. Perhaps they could also serve as a fill-in for Ambassador Leonhart

[REDACTED] Thanks again for your cooperation and counsel.

25X1
25X1

Attachment:
As stated

25X1

14-1260

CONFIDENTIAL

25X1

EVALUATION OF FINISHED INTELLIGENCE

1 What are the criteria for judging the total output of NFAC?

Responsiveness to consumer wants and needs.

The NITs - scope and precision. Continuing feedback from the consumer.

Avoidance of surprises - what is considered an intelligence failure.

2 Is there any attempt to measure the allocation of resources, i.e., how many analysts are working on specific areas or issues.

What is the consideration given to having some cognizance of virtually all areas and issues, at least on a reaction basis?

How do you approach the problem of determining the quality of an intelligence report?

Do you see a relatively consistent standard of quality - at least within broad categories of intelligence products?

Have you been able to discern patterns of quality that can be associated with organizations?

Do you perceive aspects of the intelligence process that have a definite positive or negative influence on the quality of the final product?

How subjective do you find the assessment of quality of intelligence? Have you as a panel tried any experiments to see whether your grading standards are consistent?

To what extent do you think evaluation ought to be performed by an external reviewer? What are the advantages and disadvantages of this approach?

What is your view of the validity of the criticism that CIA political analysis has been relatively weaker than its military and technical analysis?

How do you suggest that the evaluation process be used to do more for less?

CONFIDENTIAL

Are there areas of reporting where you believe that NFAC spends too much time and/or effort?

In what ways have you assisted DD/NFA in the "allocation of analytical resources?"

What is your view of measuring the value of an intelligence product by simply equating it to its cost, i.e., the resources required to produce it?

If this seems to be an unsatisfactory measure, what alternative(s) would you propose?

..

CONFIDENTIAL